



## Framework on “Livelihood and Employment in Post-conflict Situation”



JICA/UNDP Workshop on “Supporting innovative sustainable livelihoods and employment in conflict affected situations in Africa” 6<sup>th</sup> March 2012, Nairobi

Japan International Cooperation Agency (JICA)

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## JICA Projects Reviewed in Vocational/Skills Training and Community Development

Vocational/skills training	Community development
<p><b>South Sudan:</b></p> <ul style="list-style-type: none"> <li>Improvement of Basic Skills and Vocational Training</li> </ul> <p><b>Rwanda:</b></p> <ul style="list-style-type: none"> <li>Strengthening the Capacity of Tumba College of Technology</li> <li>Skills Training for Reintegration of Demobilized Soldiers with Disabilities</li> </ul>	<p><b>DRC:</b></p> <p>Community Development Plan in Cataractes District, Bas-Congo Province</p> <p><b>Northern Uganda:</b></p> <p>Community Development for Promoting Return and Resettlement of IDP</p> <p>2 国際協力機構</p>



## Common Context

- **Drastic change of living environment for youth**
- **Fluctuations of market demand**
- **Limited capacity of government, while confidence and trust may have been lost during the conflict**
- **Divided communities with large number of vulnerable groups**

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## Summary of Overall Lessons Learned

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## 1. Require national and regional development scenario

- National/regional development scenario
  - Set development goals
  - Project development demand
- Human resource development plan
- Road map for enhancing livelihoods
- Community development plan

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## 2. Respond to changes in living environment of youths as well as labour market

- Keep in mind that youths, esp.those who were displaced, need to set up new living basis in new environment
- Also keep in mind that labour market demands change and diversify significantly with reconstruction process

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### 3. Restore social dignity as a step towards employment/self-employment

- Design and evaluate skills/vocational training and community development programs with considerations to the social and psychological impacts on youths
- *Self-confidence* can have a direct positive impact on youths to seek job opportunities or start their own business

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### 4. Approach both central/local government and community

- Strengthen technical skills, motivation, and self-confidence of service providers.
- Address capacity building needs of both central and local govt
- Enhance relationship bet. local govt and community through community development activities

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## 5. Importance of building community infrastructure

- Community road rehabilitation/construction is effective in employment creation and revitalization of inflow/outflow of people/goods within/outside of community
- While take into account the farming seasons, quality of construction, environment, it is effective to mix EBT and LBT.

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## 6. Build social capital: reconciliation among communities

- Build in devices for encouraging communications or joint activities among participants
  - Ex) create system for population previously in adversarial relationships to receive skills training together
  - ex) Create platform where the local population jointly work after completing of training

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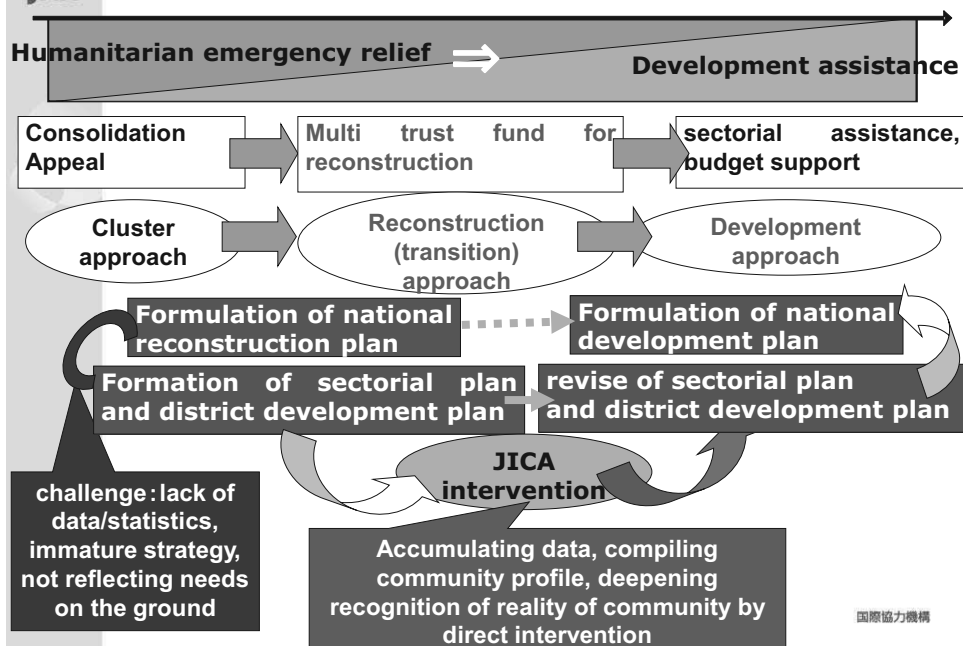
## 7. Due consideration to socially vulnerable people

- Keep in mind that it is more difficult for socially vulnerable people to receive benefits of development in conflict affected situations.
- Community profiling is important to match the needs of vulnerable people with market demand.
- Special considerations to vulnerable people may create a sense of unfairness among others, thus collaborative approach among community members can be effective ⇒ vulnerable people are recognized as members of local community<sup>11</sup>

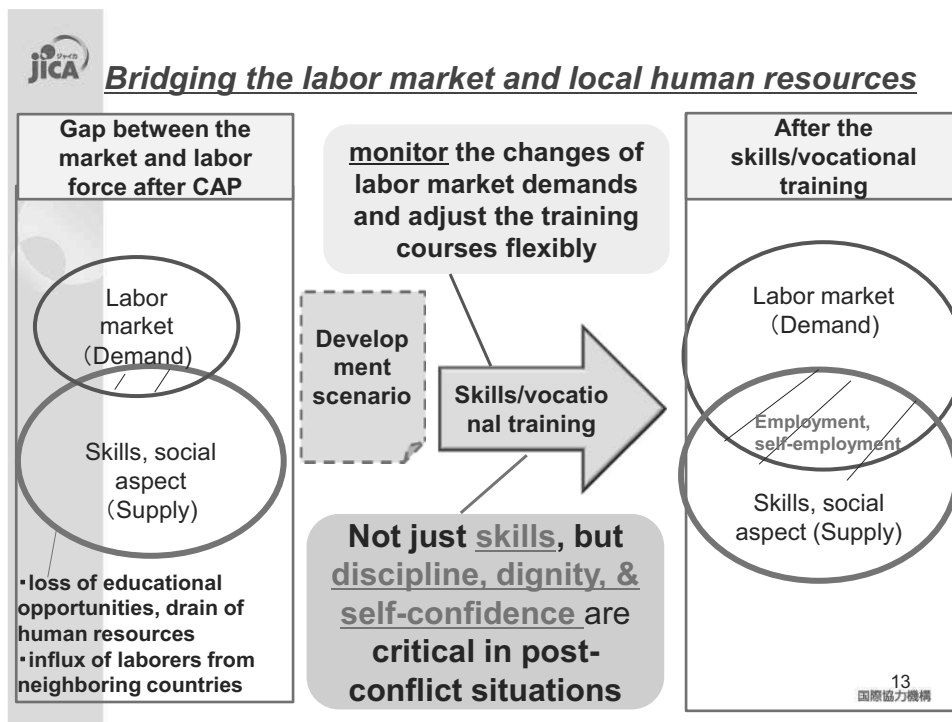
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### Need of Reconstruction/Development Scenario



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## To ensure the intervention brings additional outcomes-1

### Issues to be considered

#### 1. Selection of beneficiaries is the key

##### <community development>

- Understand the profile of community(e.g. characteristics of members)

##### <vocational/skills training>

- Provide opportunities for joint work among different groups (ethnic, tribe etc)
- Provide joint training opportunities for ex-combatants, returnees, persons with disabilities etc with others

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## To ensure the intervention brings additional outcomes-2

#### 2. Not only the output, but the implementation process is vital

- **Being engaged in training or community works can bring about psychological change**
- **By closing monitoring the beneficiaries , it is possible to prevent the drop-out, and enhance positive psychological change**
- **Through the joint work, trust building and reconciliation can be promoted among various groups(elders and youth, groups in conflict, socially vulnerable), hence can strengthen social cohesion**

3. Capacity building of local government itself is crucial for building confidence between local government and community.

4. Rehabilitating community infrastructure (i.e. community road) is instrumental in bringing about multi- dimensional effects, including employment creation and vitalization of economic activities.





# Thank You !

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• Ms DOHI Yuko  
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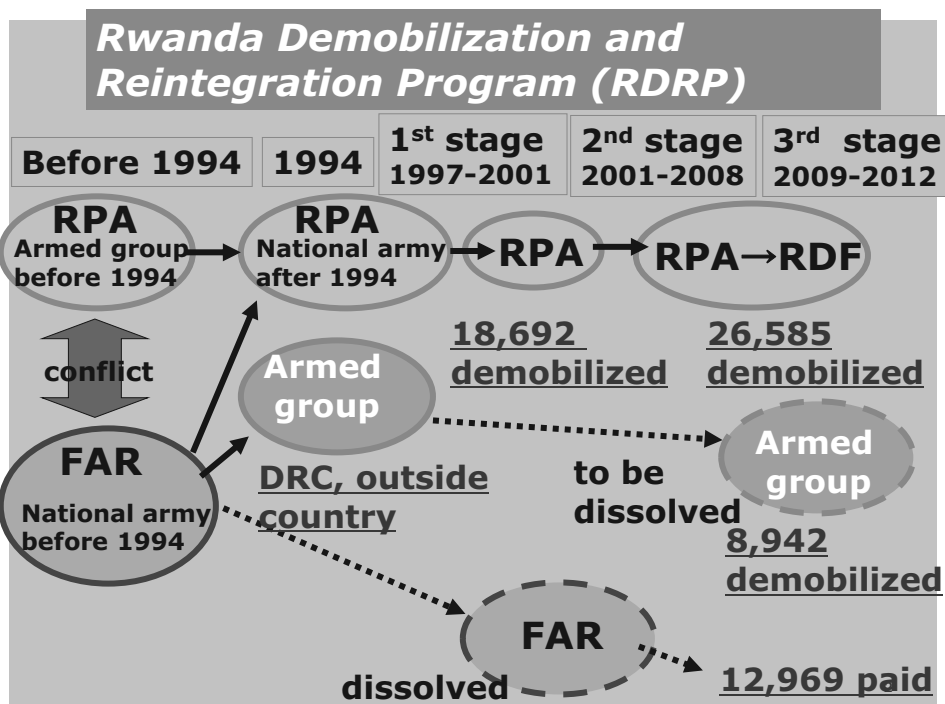
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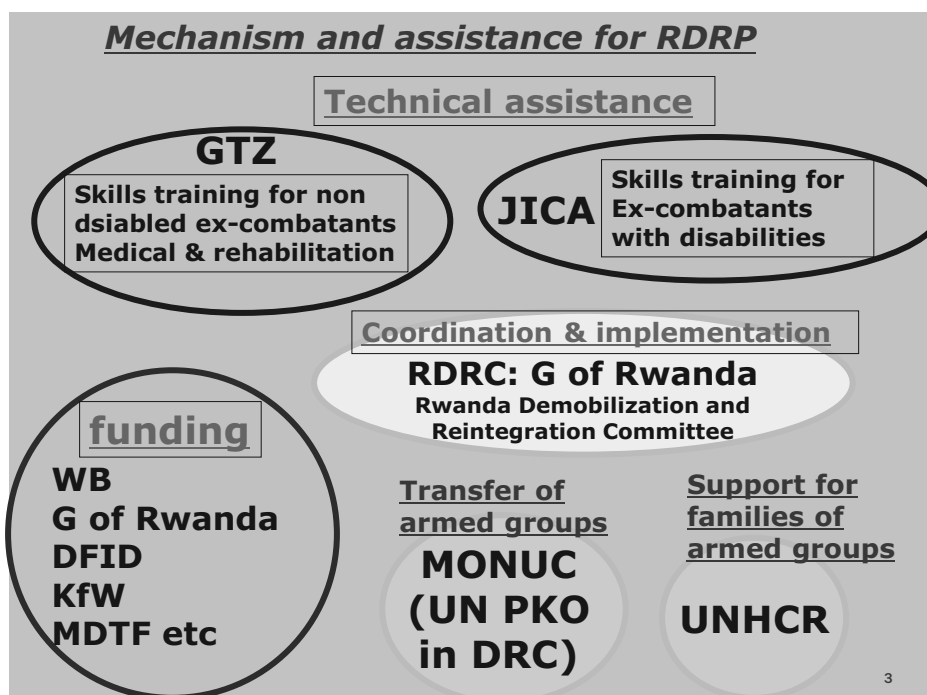
2012/6/4

# JICA AND RDRC'S ENGAGEMENT IN SUPPORTING EX-COMBATANTS WITH DISABILITIES

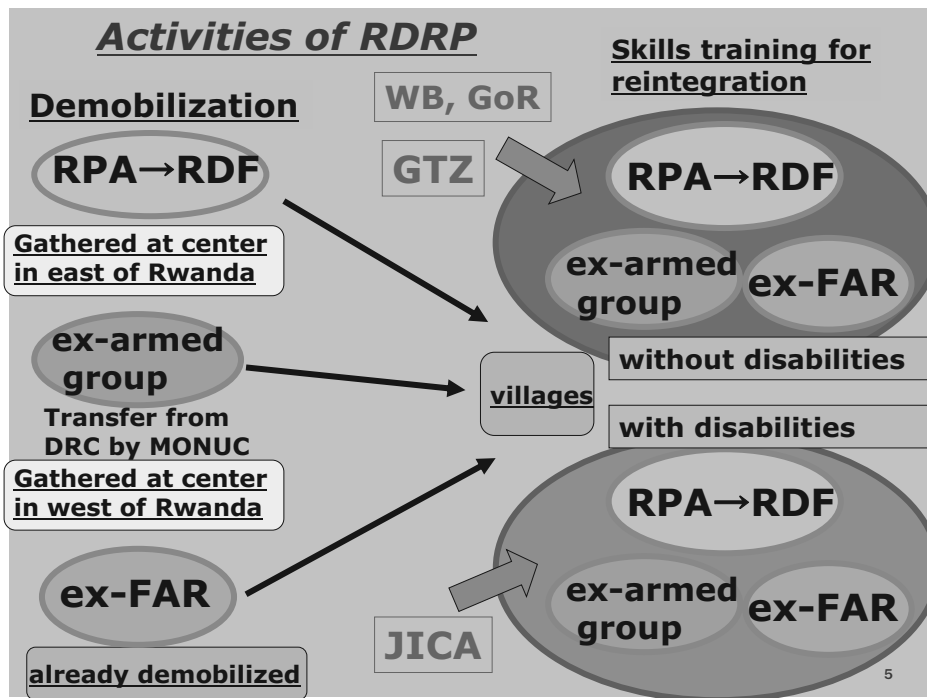
JICA/UNDP Workshop on "Supporting innovative sustainable livelihoods and employment in conflict affected situations in Africa" 6<sup>th</sup> March 2012, Nairobi  
 Eri KOMUKAI, Senior Advisor, JICA



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### Responding to the vulnerable



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## HISTORY OF JICA'S COOPERATION

### Project on Skills Training for the Reintegration of Demobilized Soldiers with Disabilities (Dec. 2005-Dec.2008), Follow up activities (Apr. 2009-Mar. 2010)

To support reintegration of ex-combatants with disabilities through provision of skills training and starter kits for more than 1,000 ex-combatants, barrier-free construction, awareness raising workshops, formulation of cooperatives

### The Skills Training and Job Obtainment Support for Social Participation of the Ex-Combatants and Other People with Disabilities (Mar. 2011-Mar.2014)

To expand beneficiaries; not only ex-combatants with disabilities but adding non-ex-combatants with disabilities

### **Particularities of ex-combatants with disabilities**

- **ex-RPA combatants with disabilities feel Government owes them compensation of disabilities**

- **ex-armed group combatants were new to the current state system (fled outside in 1994), disabilities make more difficult for reintegration**



1. **Disability is not inability. Occupying idle disabled ex-combatants in skills training can reduce accumulation of frustration and discontents.**
2. **Some ex-combatants with disabilities were more active and enthusiastic than non-ex-combatants with disabilities, which gave positive impact on the course for general people with disabilities**

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### **Other unexpected outcomes**

- By mixing different origins (RPA, FAR, armed groups) of ex-combatants in the skills training course, promotion of reconciliation was observed. Some cooperatives run by the graduates of the skills training course consist of mix of different origins.

- Even reconciliation with civilians (i.e. reintegration of ex-combatants) was achieved. The project obliged to include civilians when the graduates set up the associations.

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### **Reintegration with civilians**

Ex-combatants  
With disabilities:  
different origins

civilian



After graduation, forming Cooperatives (welding) together with civilians without disabilities

## CONTRIBUTIONS BY THE PROJECT

\* To provide the first step to socially and economically empower the most vulnerable population, ex-combatants and civilians with disabilities

- Most of beneficiaries had not been engaged in any economic activities due to disabilities
  - Some of them with severe disabilities had communication only with families
- => Skills training and participation to cooperatives opens social and economic opportunities

## CHARACTERISTICS OF THE PROJECTS

\* Utilizing existing institutes/ facilities (Vocational Training Centers, NGO) and expand their capacity to receive people with disabilities, instead of setting up new separate facility



Barrier-free  
Construction:  
toilet & slope

Centers become able  
to Receive PwD



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## Leading transition from reconstruction to development

**Ex-combatans with disabilities**

**Entry point**

**Reconstruction**

Data (place of residence, category of disabilities etc) was recorded when demobilized

through supporting ex-combatans with disabilities

- relationship w training centers, organizations supporting ppl w disabilities is built
- administrative capacity of local government is improved (data management, reception of beneficiaries etc)

**Development**

Expanding support to civilians w disabilities, utilizing know-how gained by supporting ex-combatans

## IMPACT ON POLICY LEVEL

### Law

- The Law relating to Protection of disabled former war combatants, 2006
- The Law relating to Protection of disabled persons in general, 2007
- The Law Governing Urban Planning and Building Control in Rwanda (accessibility for PwD), 2011

Other related orders and regulations





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# SUPPORTING INNOVATIVE SUSTAINABLE LIVELIHOODS AND EMPLOYMENT IN CONFLICT AFFECTED SITUATION IN AFRICA

CASE: The Rwanda Demobilisation and Reintegration  
Commision (RDRC)

Presented by  
SAYINZOGA Jean  
Chairman, RDRC

Nairobi 6th March 2012

## Introduction

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- Aims,
- Procedures,
- Success and lessons learnt

## Understanding the Conflict

### Underlying issues

- Ideological - genocide
- Institutional malfunction
- Institutional breakdown
- Political – exclusion, hatred, torture, murder

## Understanding the Conflict -1

### Nature of conflict

- ◉ Protracted guerilla war
- ◉ Conventional war
- ◉ Negotiations – towards peaceful conclusion
- ◉ Genocide – total breakdown
- ◉ Regionalization – taking the conflict to DRC

## The Aftermath

- **Casualties (military and civilians)**
- **Toll of genocide (Human, Institutional, Social, Economic, Political)**
- **Survivors (orphans, widows, homeless, fenceless)**
- **Military spending Vs investment in social and economic sectors**

## Aims of DDR

- ❑ **Demobilisation and Support fully Reintegration of ex-Combatants;**
- ❑ **Foster National Unity and Reconciliation in Rwanda**
- ❑ **Contribute to Regional Peace**

## Success

### **DDR design and implementation reflective of:**

- ✦ National ownership
- ✦ Global priorities (PRSP/ EDPRS) in design and implementation of DDR.
- ✦ Local Authorities and Community involvement (CBR)
- ✦ Institutional capacity building
- ✦ Special groups – the more vulnerable
- ✦ Regional realities – cooperation

## Successes of RDRP

- ◉ National ownership from early stages;
- Conception, design, implementation, M&R.
- Project development of the project.
- Involvement of local partners (Local Government and Non Government Actors)



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### Success 1. Demobilization (progress as at December 31, 2011)

Province	AGs	EX-FAR	EX-RDF	Total	Percentage
WESTERN	4,330	3,510	8,906	16,746	25
KIGALI CITY	611	2,463	11,443	14,517	21
EASTERN	849	2,228	10,117	13,194	19
SOUTHERN	2,108	2,772	7,909	12,789	19
NORTHERN	1,857	1,996	6,902	10,755	16
<b>Grand Total</b>	<b>9,755</b>	<b>12,969</b>	<b>45,277</b>	<b>68,001</b>	<b>100</b>

### Success of RDRP - 2

- ◉ **Strong institutional framework:**
  - At Central and Decentralized levels.  
Helped in: quick delivery of support,
  - building partnership with local actors,
  - M&R of individual and Cooperative projects.

## Success of RDRP - 3

- **Integration into EDPRS:**
  - Education and Training,
  - Private investment in IGAs,
  - Promoting Cooperatives,
  - Health and HIV/ AIDS awareness,
  - Security, Governance, Social protection,

## Success of RDRP-4

Integrating additional demand driven interventions:

- Skills training (Vocational and Apprenticeship),
- Formal Education, Adult Literacy.
- Capacity building for Cooperatives, and later on project competitions (all include ex-combatants and civilians),
- Incorporating dependants and other community members (CBR) through paid labour intensive public works.



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## Success of RDRP - 5

Summary of Skills training interventions provided to ex-combatants

	Period ending 2008 (stage 2)	Period ending December 2011 (Stage 3)	Total	Comments
Bilateral support from GTZ	600	-	600	Community Based Reintegration (CBR)
JICA	800	311	1,111	Skills training for Reintegration of Demobilized Soldiers with disabilities.
RDRC	2,452	1,792	4,244	
<b>TOTAL</b>	<b>3,852</b>	<b>2,103</b>	<b>5,955</b>	

## Success of RDRP - 5

- Specially tailored interventions for special groups:
- Housing, Monthly Subsistence allowances, Medical Insurance, Free public transport and exemption from certain levies for the severely disabled) ex-combatants,
- VSW support for all Female and Child ex-combatants.

## Lessons - 1

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- **Joint cooperatives:**
  - Bringing together ex-combatants from different military affiliations, and other members of the local community.
  - A vehicle for mutual acceptance, reconciliation, unity and economic prosperity).

## Lessons - 2

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- Matching benefits with poverty levels: avoiding distortions, jealousy, return to conflict
- Skills development: equipping them with competitiveness, responding to the need for skills in the local market.

## Lessons - 3

- **Dependants:** reinsertion kits to cover-up for the ex-combatant undergoing PDOP.
- **Disabled:** skills training, access to shelter and other basic needs revives hope in a new life.
- **Women:** require fast tracking, more prone to vulnerability.
- **Children:** individual circumstances may call for specifically tailored interventions; family tracing, skill training, education, IGAs, *Sans-Adresse*- Homeless.
- **CBR benefits:** cement positive mutual perceptions

## Major Program Challenges

### Demobilization

- Slow rate of repatriation of combatants of AGs

### Reintegration and mainstreaming

- Narrow economic base & high poverty rates
- Shortage of land for agriculture and shelter
- Lack of employable skills among some XCTs
- Limited capacity at the community level to address ex-combatants problems

## Way forward: Actions/Strategies

- Intensification of sensitization and regional initiatives to enhance repatriation of AGs.
- Supporting XCs to acquire demand driven employable skills through vocational and apprenticeship training and formal education.
- Supporting XCs to initiate and manage personal income generating projects.
- Promoting cooperatives for joint economic activities.
- Enhancing psychosocial support mechanisms through training.
- Enhancing community leadership capacity through training.
- Provision of more shelter and protracted surgical activities for severely disabled ex-combatants.
- Prepare an SEDRP exit strategy

## Conclusion

RDRP designing and implementation owes its success to strong institutional framework, high consideration of National Realities (Problems, Priorities and Vision), while allowing for special emphasis on Vulnerable Groups, both ex-combatant and civilians in the communities of return. The beneficiaries are ex-combatants, while the overall winner is regional peace. The RDRP success is a collection of individual efforts and commitment at different levels and respective capacities.



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### An over view of GoR Pro-Poor Growth Objectives met

	Baseline 2006	MDG Target 2015	Target 2012/13	Actual
Real GDP growth (%) annual	6.5	-	8.1	8.2
% of population living in poverty	57	30	46	44.9
% in extreme Poverty	37	21	24	24.1
Net Primary school enrolment (%)	51.7	100	80	81


### EDPRS 2: Still a long way to go

- Accelerate delivery to the citizens especially in productive sectors
- Sustain gains of social sectors and build on them
- Use a highly participatory approach from community up
- Use existing structures for validation

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Thank you for your  
attention




**Case Study of  
Community Development  
in DRC & Northern Uganda**

March 6, 2012

**NTC International Co., Ltd.  
TAKIGAWA Eiichi**

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**<Case Study 1>  
Democratic Republic Congo:  
The Study on  
Community Development Plan in  
Cataracts District,  
Bas-Congo Province**

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**NTC** Importance of Community Roads Rehabilitation

- Rehabilitated by EBT & LBT



Before After

Before After

-> Easy Maintenance

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**NTC** Importance of Community Roads Rehabilitation

- Easy Maintenance



Before After

Before After

-> Sustainable Maintenance

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**NTC Impact of Organization**

**Communities along the Province Road**

**Former Refugee**

**Communities along the Province Road**

**Road Rehabilitation as QIPs**

**Former Refugee**

**11 villages on Nkondo Routes**

- ① Malanga Gare
- ② Malanga Cité
- ③ Zamba
- ④ Nkumba
- ⑤ Nkenge
- ⑥ Mawewe
- ⑦ Kiasungua
- ⑧ Lusasa
- ⑨ Kimpalukidi
- ⑩ Mpete
- ⑪ Nkondo Site

**10 villages on Kilueka Route**

- ① Kimwana
- ② Ndembo
- ③ Wene
- ④ Nkondo
- ⑤ Ndunguidi
- ⑥ Kinanga
- ⑦ Kisiana
- ⑧ Mbanza Ndamba
- ⑨ Kilueka Site
- ⑩ Kilueka

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**<Case Study 2>**

**Republic of Uganda:**

**The Project for**

**Community Development for**

**Promoting Return and**

**Resettlement of IDP**

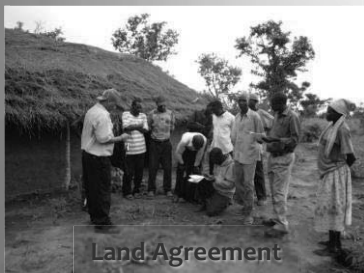
**in Northern Uganda**

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## Land Problems

- Land Issues often become constraint in development
- In times of post-conflict, land issues could be even more complicated and contentious.



-> Caution is required when proceeding with Community Development

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## Consideration toward Extremely Vulnerable Individuals

- Community needs to take in EVIs and their families by creating a supporting mechanism




• Projects should be planned and implemented in a way to raise cooperative awareness among residents

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**NTC** **Importance of Access Roads Rehabilitation**

- Access Road to Market



Before, 2009      After, Nov. 2010      Nov. 2011

- Access Road to School



Before, 2009      After, Nov. 2010      Nov. 2011

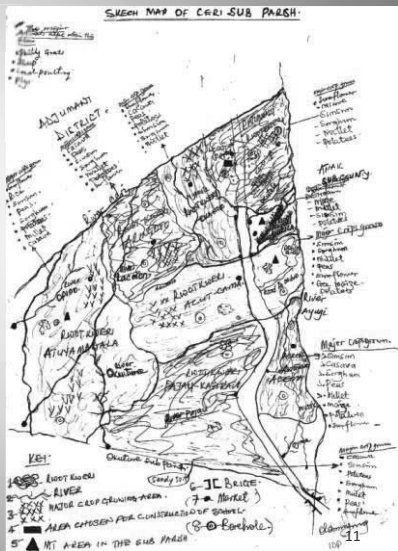

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**<Lessons Learned>  
In Community Development**

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**NTC** **Necessity of Community Profiling**

- Information Needed
  - > Common Understanding for the resources
- If Community Profiling is Insufficient or Inaccurate, the Project may face Unexpected Incidents

**NTC** **Community Roads as Facilitator**

- Transport System, Distribution System for Production -> Socio Economic Impact
- Involve Community Peoples -> Base of Community Activities





## Organizational Structure

- **Weak Governance -> Community to share Responsibilities in Public Services Delivery**
- **Group work is essence for organization**
- > **Community-based Disputes Management Mechanism can be established**



## All Residents are the Members of One Community

- **Diminished the grievances between former refugees / child soldiers and villagers**
- **Contributed to build solidarity among the members of community**



